

Coordinating Agency:

Department of Homeland Security

Cooperating Agencies:

All

INTRODUCTION

Purpose

This Public Affairs Support Annex describes the interagency policies and procedures used to rapidly mobilize Federal assets to prepare and deliver coordinated and sustained messages to the public in response to incidents requiring a coordinated Federal response.

Scope

As part of the Secretary of Homeland Security's responsibility to coordinate incident management under Homeland Security Presidential Directive 5, the National Response Framework Incident Communications Emergency Policy and Procedures (ICEPP) provides detailed guidance to Federal incident communicators on activities to be initiated in conjunction with incidents requiring a coordinated Federal response. It is applicable to all Federal departments and agencies responding under the NRF. It establishes mechanisms to prepare and deliver coordinated and sustained messages regarding incidents requiring a coordinated Federal response, and provides for prompt Federal acknowledgement of an incident and communication of emergency information to the public during incident management operations.

The ICEPP is comprised of several component documents:

- **Public Affairs Support Annex:** Describes the interagency policies and procedures for incident and communications with the public.
- **ESF #15 – External Affairs Annex:** Outlines the functions, resources, and capabilities for external affairs.
- **ESF #15 Standard Operating Procedures (SOP):** Establishes procedures and protocols for ESF #15 to support Federal domestic incident management during an incident requiring a coordinated Federal response.

The policies outlined in all of these documents are based on, and flow through, the NRF, the National Incident Management System (NIMS), and the ESF #15 SOP, which further outlines the guidance, protocols, and tactics of the Joint Information System (JIS), the Incident Command System (ICS), and Federal external affairs actions. All of these elements are integrated with and supported through the ESF #15 resource management structure.

Policies

The NIMS institutes an integrated concept, termed "incident communications," as the approach used to manage communications with the public during incidents requiring a coordinated Federal response. Incident communications incorporates the following processes:

- **Control:** Identification of incident communications, primary and supporting department and agency roles, and authorities for release of information.
- **Coordination:** Specification of interagency coordination and plans, notification, activation, and supporting protocols.

- **Communications:** Development of accessible message content such as incident facts, health risk concerns, preincident and postincident preparedness recommendations, warning issues, incident information, messages, audiences, and strategies for when, where, how, and by whom the messages will be delivered.

General guidance on the authority to release information is in accordance with existing plans, operational security, law enforcement protocols, designated coordinating and primary agency assignments, and current procedures. Nothing in this annex limits the authority of State, tribal, and local authorities to release information regarding an incident under their jurisdiction, particularly if it involves immediate health and safety issues.

State, tribal, and local authorities retain the primary responsibility for communicating health and safety instructions for their population.

Integration and teamwork among Federal, State, tribal, and local authorities is essential. State, tribal, and local authorities are encouraged to contact Department of Homeland Security (DHS) Public Affairs as they release initial or follow-on information. DHS Public Affairs engages with State, local, tribal, and affected private-sector counterparts as soon as possible during an actual or potential incident to synchronize overall incident communications to the public.

CONCEPT OF OPERATIONS

General

During an incident, Federal, State, tribal, and local authorities share responsibility for communicating information regarding the incident to the public. These actions are a critical component of incident management and must be fully integrated with all other operational actions to ensure the following objectives are met:

- Delivery of incident preparedness, health, response, and recovery instructions to those directly affected by the incident.
- Dissemination of incident information to the general public.

The Joint Information Center (JIC) structure provides a supporting mechanism to develop, coordinate, and deliver messages. It supports the Incident Commander or Unified Command and the associated elements of the ICS.

A Federal core group develops, coordinates, and delivers information and instructions to the public related to:

- Federal assistance to the incident-affected area.
- Federal departmental/agency response.
- National preparations.
- Protective measures.
- Impact on nonaffected areas.
- Federal law enforcement activities.

Assignments to this core group are determined by the DHS Office of Public Affairs (OPA) in accordance with jurisdictional and statutory responsibilities, operational tasks, areas of expertise and responsibility, and the nature and location of the incident.

The DHS OPA has primary responsibility for coordinating the Federal incident communications effort by:

- Providing a leadership role during domestic incidents when significant interagency coordination is required.
- Identifying Federal department and interagency participants, and arranging conference calls and other activities necessary for ESF #15 coordination.
- Establishing a strategic communications flow during an incident requiring a coordinated Federal response.
- Designating an ESF #15 team comprised of external affairs officials from various Federal Government departments and agencies.
- Providing coordination with the Homeland Security Council (HSC) and other entities within the Executive Office of the President on matters related to dissemination of incident-related information to the public.

Communications Team

The Federal Government operates as a team to ensure successful incident communications with the public. From initial notifications to final recovery actions, the Federal team must operate and speak with a unified voice and consistent message that is coordinated not only with the different Federal authorities involved in an incident, but also with affected State, tribal, and local authorities.

The organizational approach for public affairs and incident communications with the public relies on the following organizations and positions:

- **Incident Management Planning Team (IMPT):** As a member of the DHS IMPT, a DHS OPA planner writes public affairs annexes for all Federal incident scenarios.
- **Joint Information Center:** A JIC is a central point for coordination of incident information, public affairs activities, and media access to information regarding the latest developments. In the event of incidents requiring a coordinated Federal response, JICs are established to coordinate Federal, State, tribal, local, and private-sector incident communications with the public. Major announcements, daily briefings, and incident updates from the JIC are coordinated through DHS Public Affairs; affected State, tribal, and local leadership; and the interagency core group prior to release. This must be closely assessed and agreed upon in the early stages of an incident by all involved in incident communications with the public.

- 1 • **Incident JIC:** The incident JIC is the physical location where all public affairs professionals
2 involved in the response work together to provide critical emergency information, media
3 response, and public affairs functions. The JIC serves as a focal point for the coordination
4 and dissemination of information to the public and media concerning incident preparedness,
5 response, recovery, and mitigation. The JIC may be established at an on-scene location in
6 coordination with State, tribal, and local agencies depending on the requirements of the
7 incident. In most cases, the JIC is established at or is virtually connected to the Joint Field
8 Office (JFO), under the coordination of DHS Public Affairs. However, the most important
9 consideration concerning location will be the proximity to the incident. It would likely be
10 established following multiple hurricanes or other natural disasters. This JIC is also the
11 location military public affairs officers should deploy to if a Joint Task Force is established to
12 support the incident.
- 13
- 14 • **Virtual JIC:** A virtual JIC links all participants through technological means (secure or
15 nonsecure) when geographical restrictions, incident management requirements, and other
16 limitations preclude physical attendance by public affairs leadership at a central location.
17 The National Incident Communications Conference Line (NICCL) is a Virtual JIC. Virtual JICs
18 continue as long as the situation warrants and prevents collocation of public affairs assets.
- 19
- 20 • **Satellite JIC:** The Satellite JIC is a forward-deployed component of an Incident JIC.
21 Smaller in scale, a Satellite JIC is established to provide a scalable and flexible capability for
22 timely release of information, as the incident situation evolves. A Satellite JIC may be
23 established to support a specific press event.
- 24
- 25 • **Area JIC:** Multiple JICs may be used when there are multiple JFOs to support the area
26 command ICS structure. Procedures and processes specified in the NIMS and the ICEPP
27 should be employed whenever multiple JICs are operating in support of the same or related
28 incidents and jurisdictions. Coordination between the Area JICs is important to ensure
29 mutual awareness and consistency in messaging and public instructions between all
30 participants.
- 31
- 32 • **National JIC:** A National JIC may be used when an incident of great magnitude with high
33 media interest requires Federal coordination that is expected to be of a long duration (i.e.,
34 weeks or months). The incident would likely affect a large area of the country. A National
35 JIC could be established near Washington, DC, or any other major metropolitan area
36 following a Federal continuity of operations (COOP) plan.
- 37
- 38 • **JIC Staffing Components:** JIC organization and staffing components are based on the
39 template established in the ESF #15 SOP.
- 40
- 41 • **External Affairs Officer:** ESF #15 provides the External Affairs Officer to the JFO Unified
42 Coordination Staff during an incident requiring a coordinated Federal response. The
43 External Affairs Officer, or ESF #15 Officer, serves as the primary external affairs advisor to
44 the Federal Coordinating Officer (FCO)/Federal Resource Coordinator (FRC), JFO Unified
45 Coordination Group, and Principal Federal Official (PFO), if designated.
- 46

47 The External Affairs Officer reports to the ESF #15 Director and the Unified Coordination
48 Group. Specific duties include coordinating and developing the external affairs and
49 communications strategy in support of the Unified Coordination Group and the Incident
50 Action Plan; coordinating the external affairs information flow within the JFO and among
51 other Federal, State, tribal, and local counterparts; and facilitating site visits by
52 governmental officials, foreign dignitaries, and other VIPs. The External Affairs Officer
53 differs from a press secretary, who may be assigned to directly support a PFO, when
54 designated.

Other ESF #15 personnel include:

- **Multistate/Single PFO – ESF #15 External Affairs Officer:** Certain coordinated Federal responses may require a single designated PFO for the incident with supporting FCOs and staffs in affected States. In this case, an ESF #15 Deputy External Affairs Officer for the respective State(s) and supporting FCO(s) will be identified. In order to ensure unity of effort, ESF #15 Deputy External Affairs Officers will coordinate activities with the PFO's ESF #15 External Affairs Officer.
- **Initial ESF #15 External Affairs Officer:** This officer may be assigned in the event of a no-notice incident requiring a coordinated Federal response, pending arrival of the permanently assigned coordinator.
- **Other External Affairs Staff Personnel:** Include the ESF #15 Deputy and Executive officers, a Press Secretary, a PFO liaison (if a PFO is appointed), and Assistant External Affairs Officers for Congressional Affairs; State, Local, and Tribal Affairs; the Private Sector; Community Relations; and Planning and Products.

The organizational approach for public affairs and incident communications with the public also includes the following coordination systems:

- **National Incident Communications Conference Line (NICCL):** The NICCL is a standing conference line designated, maintained, and supported by DHS Public Affairs as the primary means for interagency incident communications information sharing during an incident requiring Federal coordination. DHS Public Affairs provides guidance to Federal interagency public affairs headquarters staffs, and affected authorities through the NICCL.
- **State Incident Communications Conference Line (SICCL):** The SICCL is a dedicated Federal-State incident communications conference line also designated by DHS Public Affairs to facilitate the inclusion, transmission and exchange of incident management information and messaging to all States and territories.
- **Private Sector Incident Communications Conference Line (PICCL):** The PICCL is a standing line for use by the Critical Infrastructure/Key Resources (CI/KR) incident communications coordinators. Access information will be coordinated and disseminated by DHS Infrastructure Protection and DHS Public Affairs to provide timely public information to the CI/KR sectors during an incident requiring Federal coordination and response.
- **Homeland Security Information Network (HSIN):** HSIN provides the incident communications team with an encrypted online Web system for record communications, chat room capability, and a real-time capability to post and review documents. The HSIN also is used by the DHS National Operations Center (NOC) to coordinate Homeland Security operations with interagency participants. DHS Public Affairs manages access, account support, and administrative issues relating to the HSIN for public affairs coordination.
- **Connectivity and Operations Center Support:** In the event that normal communications are lost or degraded, the core group communicates with DHS Public Affairs through respective Federal, State, tribal, and local emergency operations and command centers. The NOC provides support for this task. Department and agency incident communications COOP plans should incorporate relocation and alternate operating location provisions.

Managing Incident Communications

For incidents requiring a coordinated Federal response, Federal public affairs offices must immediately work together across all departments and the ESFs to communicate with the public. The integration and coordination of the public information office associated with each ESF will ensure the Federal Government is communicating a complete message. This section describes incident communications control processes that delineate primary roles, primary agency functional areas, and authority for release of information.

Initial Actions: The NOC Senior Watch Officer and the DHS Assistant Secretary for Public Affairs (AS/PA) have specific responsibilities for immediate actions in the event of an incident. These include:

- **Incident Requiring a Coordinated Federal Response:** The NOC Senior Watch Officer notifies the DHS AS/PA and Director of Incident Communications, who in turn direct implementation of the ICEPP and immediate public affairs staffing to respond to the incident.
- **Other Domestic Incidents:** The ICEPP may be implemented by the DHS Assistant Secretary for Public Affairs (AS/PA) at the discretion of the Secretary of Homeland Security in support of other domestic incidents requiring NOC participation.

The DHS Public Affairs Coordination Center, or Ready Room, will serve as the Federal incident communications coordination center during incidents. The virtual Federal interagency team and National Incident Communications Conference Line are controlled from the Ready Room.

Assignments: For an incident requiring a coordinated Federal response, DHS Public Affairs coordinates the Federal activities related to incident communications with the public. Departments, agencies, and other authorities may retain primary incident communications responsibility for specific tasks. Primary assignments are confirmed during initial conference calls and may include the following:

- Preparedness
- Protective measures
- Incident management
- Law enforcement
- Medical or health
- Environmental
- Family assistance and victim issues
- Special needs communications
- Evacuation/sheltering of pets
- Search and rescue
- Technical or forensic matters
- Recovery assistance
- Federal personnel management

Interagency Public Affairs Directors: Federal interagency public affairs directors and their public affairs offices maintain a close working relationship with the DHS AS/PA and the Director of Incident Communications.

Initial Coordination: Establishing communications with participants is a primary objective during the first minutes of plan activation. A streamlined process ensures that appropriate participants and decisionmakers are linked together (by virtual or other means) to manage incident communications with the public. In coordination with White House communications, the Secretary of Homeland Security makes initial formal statements and public safety recommendations supported by other Cabinet officers and senior officials, as appropriate. DHS Public Affairs establishes communications paths to enable the following:

- **Headquarters Level:** Consultation with White House Communications, DHS senior leadership, the NOC, and the IMPT.
- **Interagency Level:** Consultation with the Federal interagency through the NICCL from the OPA. The conference line is activated and used to communicate with interagency public affairs officials and affected State and local counterparts. Federal interagency public affairs participants are designated and a virtual headquarters-level JIC assesses control, coordination, and communications issues for incident communications with the public. The initial conference assesses and assigns primary agency roles and reaches agreement on releases, talking points, and sustaining communications effort and strategy.
- **Incident Site:** When an incident occurs within their jurisdiction, State, tribal, and local authorities take the lead to communicate public information regarding the incident. DHS Public Affairs makes every attempt to establish contact with the incident site(s) and participating Federal, State, tribal, and local communicators to gain incident facts, operational response updates, media coverage, and messages under consideration or already delivered.
- **News Media:** Contact with key news media to inform them about the incident and its status, provide initial information to counter speculation and rumors, and make available, where necessary or known, immediate health and safety guidance. Departments and agencies should closely coordinate media queries during this critical phase to ensure that the approved interagency plan is being executed.

Sustaining Coordination: Leadership for incident communications with the public uses the JIS and incident communications processes to organize and operate a sustained, integrated, and coordinated strategy ensuring the delivery of timely, accurate, consistent, and accessible information to the public. Resources for these activities are provided through ESF #15. This sustained coordination effort includes Federal, State, tribal, local, and nongovernmental entities involved with incident communications with the public. DHS Public Affairs coordinates department and independent agency headquarters-level communications with the public as necessary throughout the incident, focusing on both the incident locale and nonaffected areas to ensure continuity and synchronization between the Federal, State, tribal, and local communications teams.

Actions Supporting Incident Communications With the Public

Actions supporting incident communications with the public are keyed to the major components of incident management and incorporate special considerations as appropriate to the specific circumstances associated with the incident. Phasing of incident communications actions and special considerations that relate to incident communications with the public are detailed in the following subsections.

Actions Relating to Incident Management Components

Preparedness: Preparedness for incident communications activities includes those measures taken before an incident to prepare for or mitigate the effects. Preparedness as it relates to incident communications with the public includes:

- Evacuation, warning, or precautionary information to ensure public safety and health and effective transportation and sheltering of pets.
- Public and media education, including weapons of mass destruction information.
- Preparation and readiness to develop and deploy public service announcements and health advisory information.
- Testing and coordination of emergency broadcast and alerting systems.

Preparedness communications guidance and messaging support is provided through a number of resources, including Web sites. The DHS Web site, www.ready.gov, and Web sites from the Department of Energy, the Department of Health and Human Services, the Nuclear Regulatory Commission, the Centers for Disease Control and Prevention, and other Federal departments and agencies provide authoritative and scientifically based information on threats, health preparedness, and recovery-phase actions.

Response: Response processes mitigate the effects of unanticipated problems and facilitate orderly management of an incident. Response activities for incident communications with the public include:

- Rapid mobilization of incident communications resources to prepare and deliver coordinated, and sustained, and accessible messages according to a well planned strategy. DHS Public Affairs coordinates the Federal incident communications response.
- Immediate and continuing dissemination of health or safety instructions, if necessary. This may also include evacuation or decontamination instructions.
- Coordination of initial Federal announcements regarding an incident with State, tribal, and local authorities to ensure that the public is receiving a consistent and accessible message.
- Activation of ESF #15 to support the incident communications effort with appropriate resources.
- Making available preidentified subject-matter experts to the media to provide accurate scientific, medical, and technical response information
- Designation of an ESF #15 External Affairs Coordinator to support the PFO, if one is designated.
- Establishment of a JIC near the incident site to support the JFO and PFO, if one is designated.
- Dissemination of information to the public on reassurance that authorities are implementing response and recovery actions to ensure the health, safety, and security of the public.
- Communications to other, nonaffected States about incident details, preparedness measures, and reassurance through the SICCL.
- Deployment of public affairs resources from other Federal departments and agencies as required by the scope of the incident.
- Development and implementation of a joint sustaining communications plan and effort by Federal, State, tribal, and local authorities that ensures accessible means of outreach to special needs populations.

General planning guidance for incident communications with the public is contained in Table 1 at the end of this annex. This matrix reflects incident actions and commensurate incident communications response activities for a nonspecific incident requiring Federal coordination. Key communications phase activities are summarized.

Recovery: Incident communications and public affairs efforts are sustained as long as necessary to continually reassure, inform, and respond to public information needs. These efforts are closely coordinated with State, tribal, and local authorities. Recovery programs include mitigation components designed to avoid damage from future incidents. Typical recovery actions for incident communications with the public may include:

- Providing accessible public information on incident response and progress in restoring normalcy. Emphasis is placed on mitigating or reducing social and emotional anxiety and concern.
- Providing accessible public information on disaster assistance and support resources.
- Recognition of the efforts of responders, citizens, and the private sector.

Public Alerting and Mass Communications Systems

The Emergency Alert System (EAS) is a tool for the President to quickly send important emergency information to the Nation using radio, television, and cable systems. The EAS may also be used by State and local authorities to deliver alerts and warnings.

ESF #15 Release Authority: Through authorized spokespersons, the Federal Government will respond to media requests for information, interviews, and imagery. The ESF #15 Officer is authorized to approve press releases, interviews, news briefings, and statements to the media. Significant policy statements and potentially sensitive external materials should be coordinated with the FCO, FRC, or PFO (if appointed) before release. Spokespersons are identified as early in the incident response process as possible. Spokespersons may include incident management leadership and public affairs professionals. Federal, State, tribal, and local incident communications with the public must ensure that spokespersons are fully prepared with current information and incident facts, incident messages, and incident management roles and responsibilities. Scientific, technical, and medical experts should be identified and available for briefings and interviews throughout the incident. These experts are critical to ensuring that a message is clearly transmitted into common terms and is received by the audience with credibility.

Media Access: Media may be embedded in Federal Government departments and agencies responding to a domestic incident. Access is based on the adherence of ground rules and policies in the ESF #15 SOP. Media access will not be granted if ongoing law enforcement operations or the prosecution of forthcoming legal action will be jeopardized.

Special Needs Populations

Special needs populations must also be considered by authorities as a community prepares to respond to an incident. Emergency communications, including public information associated with emergencies, must be in accessible formats for persons with disabilities. The types of information important to deliver to special needs populations include the location of shelters and food, specific State and local special needs programs available, and health care locations and availability.

Animal Evacuation and Sheltering

Authorities must consider the needs of pets as a community prepares to respond to an incident. Emergency communications, including public information associated with emergencies, must address evacuation, transportation, and sheltering of individuals and their pets. The types of information important to deliver to these populations include the identification and location of pet-acceptable shelters and food, specific State and local transportation programs available for pets, and reunification of pet populations with their human counterparts. Also critical is clear guidance in disaster messaging that differentiates animal-related issues such as decontamination, quarantine, and hazmat incidents.

Medical and Mental Health Support

Federal resources, State and local authorities, the American Red Cross, and other agencies and organizations provide mental health assistance and support to the public following an incident requiring Federal coordination. This includes efforts to mitigate concerns, anxiety, and fear from new attacks or incidents, and to instill public confidence in the capabilities of responders, authorities, and plans.

Non-Federal Incidents

Many incidents do not require the direct involvement of the Secretary of Homeland Security. However, DHS and its OPA may assume responsibility or provide a major role during these domestic incidents when significant interagency coordination is required. Notification, activation, and response processes are discussed in preceding sections of this annex. Communications with the public during major domestic incidents are based on the following activities:

- DHS Public Affairs assesses the requirements for incident communications with the public in coordination with the NOC and coordinates Federal public affairs activities for the incident, unless otherwise directed by the Secretary;
- DHS Public Affairs contacts the affected State, tribal, and local counterparts and, through mutual agreement, confirms primary roles and plans; and
- In coordination with participating State, tribal, and local counterparts, the core Federal departmental/agency group develops and delivers public information and instructions. Primary assignments are determined in accordance with jurisdictional and statutory responsibilities, operational tasks, areas of expertise and responsibility, and the nature and location of the incident.

Catastrophic Planning

In the event of extraordinary levels of mass casualties, damage, or destruction, communications may be challenging. The Catastrophic Incident Annex outlines the resources and capabilities used in support of such an event. Numerous Federal departments and agencies would be involved in communications, especially in the event DHS OPA is not capable of coordinating and communicating.

1 **RESPONSIBILITIES**

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3 **Coordinating Agency: DHS**

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5 DHS, through the AS/PA and OPA:

- 6
- 7 • Plans, prepares, and executes Federal leadership and ESF #15 resource management during
 - 8 incidents requiring a coordinated Federal response and other domestic incidents.
 - 9
 - 10 • Coordinates plans, processes, and resource support to field operations for incident
 - 11 communications with the public through ESF #15, coordinates incident communications
 - 12 plans and processes with the White House Office of Communications and HSC, and
 - 13 coordinates interagency core group and JIC plans and processes.
 - 14
 - 15 • Designates an ESF #15 External Affairs Coordinator to support the incident PFO, if one is
 - 16 designated.
 - 17
 - 18 • Coordinates Federal plans and processes for incident communications with the public with
 - 19 State, tribal, and local authorities as necessary.
 - 20
 - 21 • Coordinates plans and processes for incident communications with the public with
 - 22 nongovernmental organizations.
 - 23
 - 24 • Disseminates information related to incidents to the public.
 - 25

26 **Federal Departments**

27
28 Federal departments and independent agencies:

- 29
- 30 • Plan, prepare, and execute their respective processes for incident communications with the
 - 31 public during incidents requiring Federal coordination.
 - 32
 - 33 • In conjunction with strategic communications guidance from DHS, assume certain primary
 - 34 agency responsibilities for incident communications with the public when assigned or
 - 35 consistent with specific departmental and agency authorities.
 - 36
 - 37 • Disseminate incident information to the public within their functional areas of responsibility.
 - 38
 - 39 • Ensure that departmental and agency plans incorporate the provisions contained in the NRF
 - 40 for incident communications with the public.
 - 41

42 **Responsibilities for ICEPP Administration**

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44 Responsibilities for the ongoing management, maintenance, update, and administration of the

45 ICEPP are assigned as follows:

- 46
- 47 • **Responsibility:** The DHS AS/PA is responsible for preparation, management, and
 - 48 maintenance of the ICEPP.
 - 49

- 1 • **Oversight:** The HSC provides oversight and coordination of policy issues relating to the
2 ICEPP. The HSC and the DHS AS/PA jointly coordinate interagency clearance on the ICEPP,
3 pending changes, exercise and incident lessons learned, and resolution of interagency
4 coordination issues. Interagency Policy Coordinating Committees review and comment on
5 proposed routine changes to the ICEPP.
6
- 7 • **Recurrent Review:** The DHS AS/PA reviews the ICEPP annually. Urgent changes are
8 coordinated through the interagency process in an expeditious manner as necessary
9 throughout the year.
- 10
- 11 • **Exercises and the National Exercise Program (NEP):** The ICEPP and the ESF #15 SOP
12 are the primary Federal plans for incident communications with the public and are to be
13 used for interagency exercises and those scheduled within the NEP.
14
- 15 • **Incident Communications Public Affairs Coordination Committee (ICPACC):** The
16 ICPACC is a Federal interagency contact group incorporating public affairs representatives
17 from all Cabinet departments and agencies to increase awareness, teamwork, and
18 interoperability among Federal incident communications staffs. The ICPACC is not charged
19 to conduct formal policy review, but may assess interagency issues dealing with the Public
20 Affairs Support Annex. The DHS AS/PA manages the ICPACC and meets on a quarterly
21 basis or as needed. The ICPACC meeting location rotates throughout the Federal
22 Government to increase awareness and foster public affairs and interagency cohesiveness.
23

DRAFT

Table 1. Interagency Incident Communications Planning Guide

Incident Time	Incident Activity	Actions
First Hour	<ul style="list-style-type: none"> Incident First official reports Unconfirmed facts and rumors First media reports Potential live TV reports Public has immediate need for information and possible health and safety instructions Media has immediate need for facts, information, and subject-matter experts Witness media reports Victim family reports Potential incident video Unconfirmed casualty reports Potential voluntary or directed evacuations 	<ul style="list-style-type: none"> NOC notified of incident Activate ICEPP protocols DHS Ready Room activated Notify interagency of NICCL call DHS OPA initiates communications with affected State, tribal, local, or private-sector incident site communications counterparts ESF #15 is activated State and local authorities may make first releases about the incident Initial health and safety release Emergency Alert System may be activated NOAA Weather Radio may be used to broadcast warning information NICCL Interagency call assesses: <ul style="list-style-type: none"> Control/lead agency Coordination/planning Communications ESF #15 activation and deployments Virtual JIC established Secretary of Homeland Security and/or other Cabinet and senior officials make first formal statement within an hour of the incident SICCL call with nonaffected States and territories Splash Web page posted by DHS; links to other interagency Web sites Subject-matter experts identified ESF #15 activation order distributed ESF #15 External Affairs Officer and other personnel designated

Incident Time	Incident Activity	Actions
First Day	<ul style="list-style-type: none"> Continuing heavy media coverage Media questions on the new alert status (if changed) and safety of the Nation and citizens Response and recovery continues Potential rumors Continuing victim and family coverage in media Search and rescue operations Possible decontamination issues Delivery of medicines, as appropriate Arrival of supporting Federal resources, including PFO, medical, incident response, law enforcement, and incident communications with the public Questions from media on why the incident happened and potential incidents elsewhere in the Nation 	<p>Interagency effort continues to focus on Federal incident response, protective measures, and reassurance; messaging includes deterrent measures, preparedness, and disaster assistance.</p> <ul style="list-style-type: none"> HSAS level changed if necessary and protective measures incorporated in interagency plan for incident communications with the public DHS Public Affairs continues close coordination with NOC Followup statements and declarations by national leadership <ul style="list-style-type: none"> Terrorism Disaster Emergency declarations Stafford Act Followup NICCL calls continue while incident JIC is established to support JFO and incorporate Federal, State, tribal, and local authorities Incident JIC will perform functions per the ESF #15 SOP ESF #15 is activated and employed to coordinate resources for incident communications with the public Daily briefing routine established in coordination with all Federal, State, tribal, and local authorities PFO ESF #15 External Affairs Officer prepares to deploy, if a PFO is designated Participating Federal departments and agencies publish supporting releases in accordance with interagency plan Messaging addresses potential medical or health safety instructions DHS Public Affairs coordinates preparation and distribution of nationally televised public service and health advisories Federal and other Web pages updated, coordinated, and linked JIC distributes statistical information, graphics, video, and photos as appropriate DHS initiates contact with the private sector through the PICCL

Incident Time	Incident Activity	Actions
First Week	<ul style="list-style-type: none"> • Response and recovery continues • Potential diminishing media coverage • Continuing victim and family coverage • Search and rescue operations • Possible decontamination issues • Disaster recovery, assistance support, and effectiveness of government and responder efforts • Delivery of medicines, as appropriate • Continued deployment and progress of supporting Federal resources, including medical, incident response, law enforcement, and incident communications with the public 	<ul style="list-style-type: none"> • Interagency effort continues to focus on Federal incident response, protective measures, and reassurance; messaging includes deterrent measures, preparedness, and disaster assistance • Daily briefing routine continues in coordination with all Federal, State, tribal, and local authorities • DHS Public Affairs continues close coordination with NOC • Incident JIC continues to support JFO; JIC performs standard functions and coordinates with PFO ESF #15 External Affairs Officer • ESF #15 resource coordination continues • Federal participating departments and agencies continue to release supporting updates in accordance with interagency plan • DHS Public Affairs coordinates nationally televised public service and health advisories • Subject-matter experts continue to be made available • Federal and other Web pages updated, coordinated, and linked • Incident JIC distributes statistical information, graphics, video, and photos as appropriate • Potential VIP visits to incident
Recovery	<ul style="list-style-type: none"> • Media coverage greatly diminished • Potential formal investigations • Emphasis on victims, cause of the incident, and effectiveness of response and recovery effort • Identification of personal stories and special situations • Impact of incident on the nonaffected States and society 	<ul style="list-style-type: none"> • Federal interagency effort focuses on plan recovery, and support and assistance to victims and affected populations • ESF #15 resource coordination continues • Preparedness measures and readiness to manage follow-on incidents • ESF #15 spokespersons continue to provide briefings with Federal, State, tribal, and local team to support recovery plan • JIC continues to document and release information on plan execution, recovery efforts, and disaster recovery assistance • Responders identified for recognition